

The Role of Stakeholders in Employee Retention and Resultant Effects on Employee Behaviour: A Literature Review

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Abstract

This study examines the roles of stakeholders in employee retention viv-a-vis its resultant effects on employee behaviour. A desktop study approach was employed as the methodology by reviewing existing literature on employee retention, stakeholder engagement, and organizational behaviour from where the study identified human resource department, leaders (unit heads), management, and employees as the major stakeholders in the formulation and implementation of human resource management activities towards employee retention. Findings reveal the essential roles played by human resource department, unit heads, management, and employees in retaining competent employee through appropriate strategies and behavioural action. It was found that effective stakeholder engagement, supportive leadership, and human resource practices without bias and prejudice are essential for promoting employee satisfaction, dedication, loyalty, commitment, and retention. The study concludes that a collaborative effort from all stakeholders will create a positive work environment and normative behaviour driving business success, long-term organizational health and growth.

Keywords: Stakeholders, Employee Retention, Engagement, Human Resource Department, Management, Leaders

Introduction

In today's world of work, employee has been identified as the source of economic and competitive advantage in any business organisation on account of environmental adaptation and natural endowment oozing from knowledge, talents, skills, abilities, experience, intelligence, training, judgment, and wisdom possessed individually and or collectively by individuals in a given organisation (Barney, 1991). This explains why employee in the world of work is considered to be unique, valuable, rare, inimitable and non-substitutable thus providing a means of enhancing

organisation's ability to outperform competitors creditably. Oginni et al. (2019) posited that this is true regardless of the type of organisation whether it is private or public institutions/organisations although faced with different dynamic business environment and the quality of people in the service of the organisation would to a very large extent determine the success to be recorded by the organisation. Therefore, every organisation strives to attract qualified and competent employee into their service in order to gain economic and competitive advantage which would enable them to operate profitably and meet other objectives of their stakeholders (Adamska-Chudzińska & Pawlak, 2024; Genty & Olanipekun, 2024; Oloyede, & Oginni, 2023; Ashton, 2018). Raju et al. (2019) concluded that most of the organizations are very effective, when it comes to attracting and hiring new talents, but the problem is retaining the same talents.

According to Arasanmi and Krishna (2019), this resource that gives organisation economic and competitive advantage on account of its uniqueness should be carefully protected, looked after, and kept over a period of time otherwise the uniqueness of the resource would not be beneficial to the organisation in the short and long run. Raju et al. (2019) corroborated the work of Arasanmi and Krishna (2019) and posited that for organisation to protect, look after, and keep cream of employees over a period of time, organisation will incur cost and that the cost incurred in the course of improving the level of knowledge, talents, skills, abilities, experience, intelligence, training, judgment, and wisdom can only be justified when the employee is identified with the organisation over a long period of time while Ashton (2018) asserted that it is the wish of every organisation to keep cream of its competent employees although keeping them have always been a problem because of the degree of dynamism in the business environment and the differences in employer and employee expectations. Meanwhile, it would be difficult for business organisation to survive, if its top competent employees should quit. However, it is the level of compatibility in their expectations and the understanding of the dynamism in the business environment that would somewhat determine the decision to remain with an organisation over a long period of time (Menezes, et al., 2025; Alqudah, et al., 2025).

In the view of Adamska-Chudzińska and Pawlak, (2024), the only policy for practice in the world of work that concern employee adoption, adaptation, or adjustment to organisational life is human resource management which has been described as that part of management concerned with people at work and their relationship within the organisation. It is therefore, evident that human resource management policies through practices can be used to streamline the differences in the expectations of employer and employees. To Goyal et al. (2023) practice is the soul of policy i.e. the implementation of policy is the critical stage of policy success. Armstrong and Taylor (2020) believe that successful implementation (practice) is the key to making a policy effective. Without practical action, a policy remains just an idea or plan. In other words, practice brings life to policy. Armstrong and Taylor (2023) agreed with these positions but postulated that policies are made by top management while implementation is carried out by every unit head especially, policy that concerned management of people in the workplace. The implication is that the success of policies on human resource management activities is a function of the implementation (practice), which is contingent upon the action of unit head vis-à-vis enabling environment.

By unit head, it is meant to be all the stakeholders in the formulation and implementation of human resource management policies. In business organisation, there were many stakeholders, however, within the framework of this study, stakeholders would be human resource department, leaders in

the organisation, management of the organisation, and employees in the organisation totalling four (4) stakeholders out of numerous stakeholders in the workplace. The choice was informed by their roles in deciding the success of employee retention (Chaudhary & Sharma, 2023; Ren et al., 2023; Sunghoon et al., 2022). Chaudhary and Sharma (2023) posited that stakeholders perform a significant role in the employee retention and organisational success by combating high cost of labour turnover, loss of organisational knowledge, disruption of customer service, organisational goodwill and reputation, and regaining efficiency through various strategies.

From the available extant literature, most of the works on employee retention have focus on compensation, opportunity for growth, and environment (Genty & Olanipekun, 2024; Ahmad, 2022; Kumar, 2022; Ali and Anwar, 2021; Choye & Kamoche, 2021;) without recourse to the activities of the stakeholders in the organisation especially, human resource department, units head, management, and employees. Therefore, the objective of the study is to examine the roles of the stakeholders in employee retention and resultant effects on employee behaviour in the workplace, which shall be achieved by examining the role of human resource department in employee retention, the role of leaders in employee retention, the role of management in employee retention, and the role of employees in employee retention, as well as its outcomes on employee behaviour.

Methodology

According to Guerin et al. (2018), a research based on literature review is a qualitative method and desk or desktop research is one of the reliable instruments to elicit appropriate information because involves analysis of existing documents, reports, journals, and databases as it helps to identify trends, patterns, and insights on the phenomenon under review. Therefore, the appropriate methodology used in this work, is a desktop study based on a wide-ranging literature review, which offers scrutiny of the recent and current literature and covers various topics at various levels of comprehensiveness and generality. This fit suitably well into the nature of the study because it is solid for synthesizing existing knowledge, identifying patterns, and informing decisions wherein useful for understanding trends, policies, or best practices could be deducted.

The focus of this study is employee retention in the workplace with reference to the roles of the stakeholders and resultant effects on employee behaviour which has been identified as a global health priority by WHO, especially, in the Global West and South. This explains why desktop study is ideal for the study as there is need to gather and analyse existing data from reports, journals articles, databases, and online resources. It is useful for research, trend analysis, and informing decisions without fieldwork.

Literature Review

The Concept of Retention

It is the desire of management to keep its valuable employees who think and work hard in favour of the organization and constantly contributing their best by being loyal and dedicated towards achieving the organization's objective that gave birth to employee retention. The concept of employee retention is often linked to Herzberg's Two-Factor Theory (1959) because the theory laid the groundwork for understanding employee motivation and retention by identifying factors that influence job satisfaction and dissatisfaction, shaping modern retention strategies. The theory identified two sets of factors known as hygiene and motivator factors which influences employee motivation and satisfaction. Hygiene factors were extrinsic elements like salary, work conditions,

and job security etc., while motivator factors were intrinsic elements such as achievement, recognition, and growth opportunities etc., The presence of hygiene factors prevent dissatisfaction but do not motivate while the presence of motivator factors drive satisfaction and motivation. It is the thrust of the theory that shifted focus to creating environments fostering growth and recognition, thus, shaping modern retention strategies emphasizing employee engagement and development. This explains why employee retention has its root in Herzberg's Two-Factor Theory.

Defining Employee Retention

There had been many definitions of employee retention due to the attention given it by different human resource management scholars, however, expressions were different but the meaning in contexts remained the same. The study identified five (5) definitions of employee retention given by leading scholars in the field of human resource management such as Armstrong (2006), Dessler (2013), Mondy (2010), Mathis and Jackson (2008), and Robbins and Judge (2017).

1. According to Armstrong (2006) employee retention is the ability of an organization to keep its employees.
2. Mathis and Jackson (2008) defined retention as the process of maintaining a continuous employment relationship with employees.
3. To Mondy (2010) employee retention is the process of keeping talented employees within the organization.
4. Dessler (2013) refer to employee retention as the strategies and practices that encourage employees to stay with the organization.
5. Robbins and Judge (2017) employee retention refers to the efforts made by organizations to create an environment that encourages employees to remain with the organization.

Therefore, employee retention can be described as the ability of an organisation to use available resources to motivate and encourage employee to stay for a longer period of time for the sustainability of the organization. It is about creating an enabling environment that will facilitate competent, loyal, dedicated, and resourceful employees sticking to the organisation for a longer duration, which in turn will benefit the stakeholders.

Objectives of Employee Retention

According to Alqudah et al. (2025), the primary objectives of employee retention are to reduce turnover costs or minimize high turnover costs, maintain operational stability, boost productivity and performance by keeping skilled staff satisfied and engaged as well as supporting business continuity and growth. It focuses on boosting employee morale, maintaining organizational knowledge and fostering a positive work culture, fostering career growth, and aligning employee goals with organisational values to retain institutional knowledge and maintain a competitive advantage as well as organisational team stability (Alqudah, et al., 2025; Ren et al., 2023; Sunghoon et al., 2022; Armstrong & Taylor, 2020; Robbins & Judge, 2017). To achieve these objectives, there should be a comprehensive framework for creating an engaged, dedicated and loyal workforce through communication, connection, culture, contribution, and career development. It is a give and take process (Armstrong & Taylor, 2020).

The implication is that employee retention goes beyond simply preventing departures based on the available records and reports, rather, it represents investment in employees that involves fostering job satisfaction, career development opportunities, competitive compensation, and a positive workplace culture that makes employees choose to remain committed to the organization rather

than seek opportunities elsewhere. Therefore, the degree of investment in the workforce and the behaviour of the stakeholders in the performance of their respective roles holds the ace for an organization's ability to keep its valuable employees over a specific period of time i.e. it depends on how the stakeholders use the investment in the workforce to meet various concerns of the employees and how these concerns were resolved.

Conceptual Framework

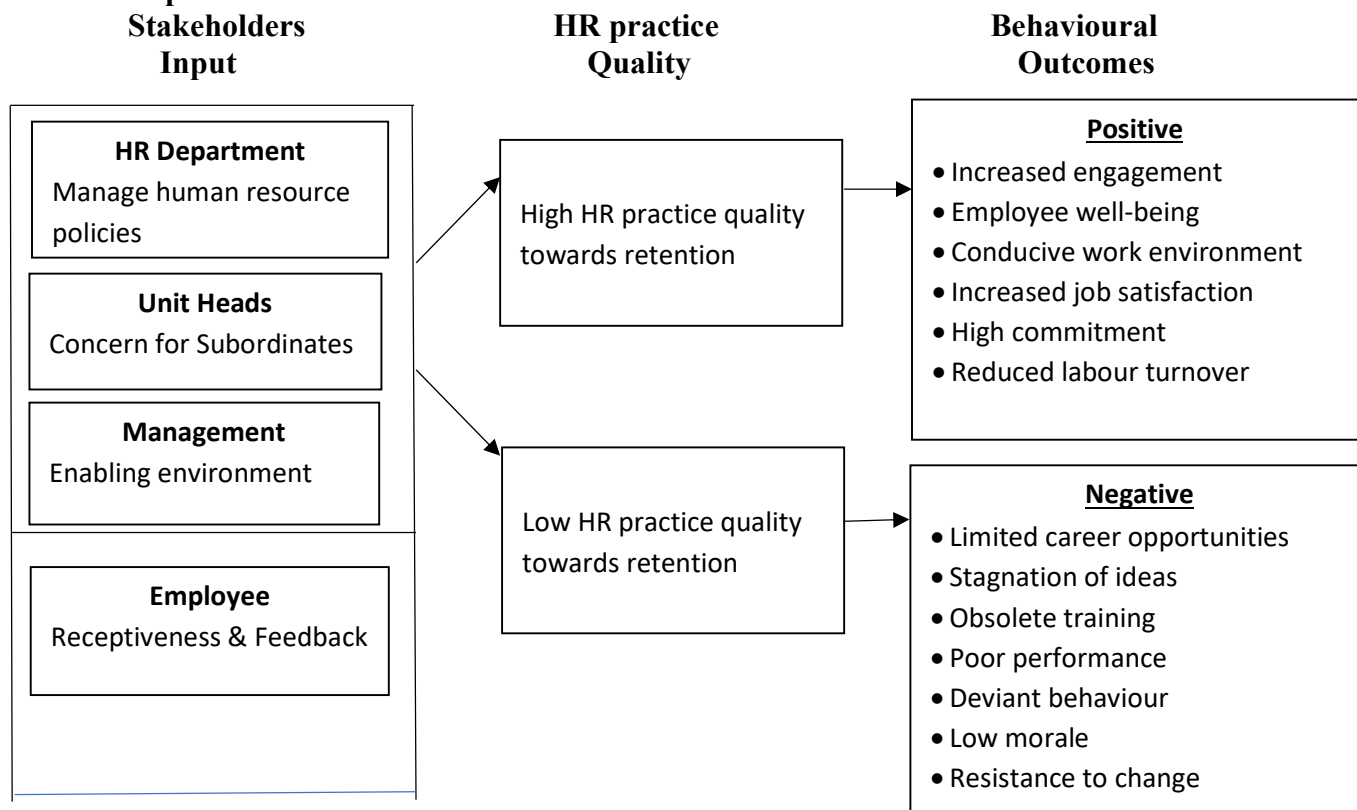


Fig 1: Interplay between Stakeholders and Employee Retention with Behavioural Outcomes

The Role of Human Resource Department in Employee Retention

Human resource department is one of the departments in the business organisation and it is responsible for matters that concerns employee through human resource management policies and practices of which employee retention is among. It is the responsibility of human resource department to design, manage, and update various human resource policies and processes through which employee retention can take place effectively (Smith & Johnson, 2023; Guerin & Delaney, 2022). The human resource department has to provide the line managers with the right tools to retain talented employees on the account of their relationship. The line managers have constant relationship with their subordinates and on this account, it is very easy for the line manager to influence these categories of employees (Guerin & Delaney, 2022). In designing the retention policy, it should be designed with flexible schemes that can be changed according to the prevailing conditions and instrumental in the creation of a working environment that facilitates professional development for different types of employees in order to carve out their own career path.

According to Sunghoon et al. (2022), in any organization, the core driver of retention policies are the strategies behind them and it is the responsibility of the human resource department to measure the progress, successes and failures of the strategies applied. The measurement should be measured in relation to the difference in the turnover, the development of the attrition, and the satisfaction of employees in the program. Since human resource department is in charge of interpreting and implementing employee retention strategies, priority should be placed on key aspects of human resource management activities such as employee training, internal promotion opportunities, payment of bonus/incentive, competitive salary, work-life balance, improving workplace policies, and procedures as well as recruitment without prejudice to the overall objective of the business (Smith & Johnson, 2023; Sunghoon et al., 2022; Armstrong & Taylor, 2020; Dessler, 2013).

In the same vein, conduct an exit interview to understand the rationale behind the decision of the employee to leave the organisation whether the employee will speak the truth or not, recruit or hire the right employee who actually fits into the role because right person doing the wrong job would never find his/her job interesting and certainly will look for a change (Armstrong & Taylor, 2020). The role of human resource department in employee retention becomes extremely crucial and crucial because putting in place, policies that would withstand test of time and meet the needs of employees that are dynamic, insatiable, and unpredictable are of great concern (Smith & Johnson, 2023).

The Role of Leaders in Employee Retention

Leader in this context, is used to refer to unit heads such as supervisor, middle manager, senior manager, directors, immediate boss/superior etc., and the functioning of a unit is in a team, which gives the leader a vantage position in interacting and communicating with the team on management positions on all matters concerning employee in the organisation (Armstrong & Taylor, 2020). The role of leaders in employee retention is behavioural in nature because it revolves around various steps taken by leaders to satisfy the employees so that they can stay with the organization for a longer duration (Mey et al., 2021). It is making employees in their unit comfortable and contented with their work through conducive atmosphere even in the face of hostility or pressure external to the work i.e. it is the responsibility of the team leader to bind his/her team members together and promote healthy competition at the workplace. According to Sabbagha et al. (2023), the behavioural nature suggests being a role model, adoption of open door policy, transparency in communication, fairness to the members, delegate where necessary, and show empathy, thus, setting the tone for organisational culture, trust building, and rapport among members. (Sabbagha et al., 2023; Armstrong & Taylor, 2020).

Unit heads play a pivotal role in driving their team's success and build relationships with other units, which enables them to understand what is happening in other units in the administration of personnel policies, foster a sense of belonging and teamwork based on cooperation, thus, creating an environment conducive to growth and success (Erdogan & Bauer, 2021). Unit heads are also responsible for promoting a culture of accountability within their team, ensuring that goals are met and standards are upheld. All these would bring about reduction in the high attrition rate because positive behavioural patterns from the unit head would foster positive work environment heralding positive employee retention (Erdogan & Bauer, 2021; Sabbagha et al., 2023). Similarly, the strategic programmes for employee retention are usual made available by the human resource department, however, the ownership of the strategies falls on the unit head because the

implementation is behavioural in nature, which must be done in such a way that the work interests of employees are protected and retained (Kouzes & Posner, 2017). It is therefore, evident that in business organization, the core driver of retention policies are the strategies behind them and unit head make these strategies effective with positive behavioural patterns when implementing various strategies designed to herald high employee retention (Dambhare & Ray, 2024; Mey et al., 2021; Erdogan & Bauer, 2021).

The Role of Management in Employee Retention

The role of management in employee retention revolves around provision of enabling environment that would enable and facilitate effective practice of human resource management activities towards supporting employee retention (Kouzes & Posner, 2017). The role of management starts from the provision of enabling environment and this is done by conducting environmental scanning, which is where management gather, analyse, and interpret information about trends in the external factors such as economic, social, political, labour market, and technology that can facilitate decision-making (Dambhare & Ray, 2024). The results or outcomes obtain from the environmental scanning helps organizations to anticipate changes, make informed decisions and it is on this basis that management would formulate appropriate policies on human resource management activities in order to enhance employee retention. It is like keeping an eye on the horizon for opportunities and threats where retention strategies are used to exploit the opportunities, at the same time used to reposition and wade off any threat that may affect employee desire to remain with an organisation over a long period of time.

The policies should revolve around management of people at work so that in the end, the practice that would herald a positive work culture that encourages employees to stay would be put in place such as meaningful work, challenging work, training and development opportunities, assistance and timely supports, explicit awareness of life beyond the office, remuneration and rewards, work atmosphere, growth opportunities, and bonding. In a nutshell, management set the tone for employee retention through enabling environment via appropriate human resource management practices thus, encouraging employee motivation, productivity, and commitment (Dambhare & Ray, 2024). Another role is change in management perspective that remuneration is the primary way to motivate and retain the employees with an organisation, but the fact is that an employee needs an organisation, which understand their needs and necessities, health and other benefits along with their future growth then comes the compensation (Mitchell et al., 2001). It is also expected that management would institute a formalised feedback system for the purpose of monitoring the success or failure of the strategies formulated to boost employee retention. If properly instituted, it will boost employee retention as they will feel valued, heard, and invested in thereby fostering a positive work environment, reducing turnover and increasing retention (Erdogan & Bauer, 2021).

The Role of Employee in Employee Retention

One could have thought that employee has no roles to play in employee retention since it is for the employees, however, a review of the extant literature shows that employees have crucial roles to play in employee retention thereby manifesting in form of feedback (Tomar & Budshra 2025; Weng & McElroy, 2012). According to Tomar and Budshra (2025), the roles revolve around responsiveness and receptiveness of employees to incentives made available in the workplace to elicit expected results among the employees which is propensity to stay with the organisation over a long period of time. Responsiveness and receptiveness of employees together, shows how

engaged and adaptable employees are by way of impacting productivity, collaboration, job satisfaction, contentment, and commitment. Therefore, the emerging role is about building strong relationships with colleagues in order to foster a sense of community and belonging that makes them more likely to stay (Chaudhary & Sharma, 2023; Sunghoon et al., 2022). Another role of employee is self-discovery, proactive, and taking ownership of their work i.e. employees are accountable for results, show initiative and solve problems independently, take pride in their work, and endeavour to see projects through to completion as well as understanding owns thoughts, feelings, values and motivations (Armstrong & Taylor, 2020).

Open communication is another area where employees can make a difference in employee retention which is speaking up about issues or concerns and this help to address problems early, preventing dissatisfaction from escalating (Eisenberger & Armeli, 2017; Weng & McElroy, 2012; Allen, 2008). This transparency builds trust between employees and management, fostering stronger relationships and reducing misunderstandings. As a result, employees are more engaged and committed to the organization are more likely to collaborate effectively, solve problems, and contribute to a positive work environment. By encouraging open communication, organizations can create a culture where employees feel comfortable speaking up, leading to improved retention rates and overall success. In the same vein, adaptability of employee to the prevailing atmosphere of the work environment is another role of employees towards employee retention i.e. employees who are flexible and resilient help maintain stability and morale, even during challenging times (Sabbagha et al., 2023; Armstrong & Taylor, 2020). This flexibility reduces stress and increases job satisfaction, making it more likely for employees to stay. It makes employee to adjust to new processes or technologies, embrace new challenges and opportunities, support team members during transitions, and contribute to a resilient work environment (Eisenberger & Armeli, 2017). As a result, organizations with adaptable employees tend to have lower turnover rates and higher retention, even during uncertain times.

In a nutshell, employees contribute to the overall work culture. Their attitudes, work ethics, and interactions shape the environment, making it either more or less attractive to stay. When employees are engaged, positive, and committed, they help create a workplace where people want to stay, reducing turnover and fostering growth.

Resultant Outcomes of Employee Retention on Employee Behaviour

Arasanmi and Krishna (2019) posited that the resultant effect/outcome of employee retention is embedded in exchange relationship between the organisation and its employees and could be positive or negative. This corroborated the earlier work of Robbins and Judge (2017) where it was posited that the application (practice) of the design of human resource management activities has implication on the behaviour of employees in the workplace which could manifest in form of deviant behaviour (negative) or normative behaviour (positive) while Sunghoon et al. (2022) asserted that the rationale behind employee retention programmes which were deeply rooted in human resource management practices is to make employees feel motivated, have zeal for their work, and invariably develop desire to stay with the organisation over a long period of time and posited further that where the practice is favourable, the propensity to stay would be high and heralded positive behaviour such as increased job satisfaction and engagement, stronger relationships with colleagues and management, improved morale and motivation, greater sense of loyalty and commitment, more opportunities for growth and development (Smith & Johnson, 2023).

However, where the practice is unfavourable, it would herald negative behaviour such as complacency and resistance to change, stagnation of ideas and perspectives, restricted potential for group think and lack of fresh insights, career progression opportunities may be limited for others, skill stagnation due obsolete training (Menezes, et al., 2025; Armstrong & Taylor, 2023; Goyal et al., 2023).

According to Alqudah et al. (2025), if all the stakeholders play their roles as expected without any bias and prejudice, the resultant effect on employee would be a positive work environment, increased productivity, strong commitment, and better overall performance and where the stakeholders fails to play their roles as expected, the resultant effect on employee would be entitlement mentality leading to conflicts, poor performance, and strained relationships as well as disruption in organisational work culture, stagnation and decreased competitiveness (Smith & Johnson, 2023; Erdogan & Bauer, 2021). Oginni et al. (2013) work on employee retention strategies and organisational survival in private universities in Southwest, Nigeria postulated that the absence of alternative job favours negative resultant behaviour from the employees. This was anchored on the premise that employees in the environment where there is prevailing absence of alternative job, do feel locked in and exhibits behaviour such as reduced effort or job engagement, toxic behaviour (negativity or gossip, resistance to change, conflict with colleagues, lack of cooperation), and resentment (bitterness toward employer, feeling undervalued, increased absenteeism) which invariably results into decreased productivity, low morale, lower innovation, lower job satisfaction, higher risk of burnout and health issues (Smith & Johnson, 2023; Robbins & Judge, 2017; Kouzes & Posner, 2017; Mitchell et al., 2001).

Adamska-Chudzińska and Pawlak (2024) also believed that employee retention has both positive and negative effects on employee behaviour which is contingent upon the practice of human resource management activities and concluded that employee retention is directly proportional to employee engagement i.e. if employee engagement is good and high in rate, then the retention rate of an organization will be high and vice versa. It was believed that an engaged employee is one who is focused, enjoys his work, learns something new each day, and would be interested in long partnership with the organisation. The earlier work of Erdogan and Bauer (2021); Eisenberger and Armeli (2017) and Allen (2008) supported this position and opined that employee engagement improves employee retention and a reliable metric to gauge employee retention i.e. if employee is engaged, then, it is for sure that, such employee will remain with the organisation for a longer period of time (Smith & Johnson, 2023; Kouzes & Posner, 2017).

Synthesis Discussion

The study established the role of stakeholders in employee retention to be significant in influencing employee behaviour vis the interplay of the stakeholders, i.e., human resource department, unit heads, management, and employees. The interplay between and among the stakeholders, influence employee retention which invariably shapes the work environment, climate, and atmosphere with bearing on their behaviour especially, employee's decision to stay or leave. It was further postulated that when stakeholders behaviourally support employees, the resultant effect is usually positive behaviour manifesting by fostering a positive work environment, boosting job satisfaction, commitment, and reducing turnover intentions and where it follows provision of compensation packages and opportunity for growth without demonstrating appropriate behaviour, the resultant effect would be decreased productivity, low morale, lower innovation, lower job satisfaction, higher

risk of burnout and health issues. This was supported by the position of Adamska-Chudzińska and Pawlak (2024).

Eisenberger and Armeli, (2017) identified open communication among the stakeholders as a way to make a difference in employee retention for positive result in employee behaviour which was supported by the study. The study however, focused on the manner of communication and delivery in other to get the expected result otherwise, it will be counterproductive. The study also sees the resultant effect of employee behaviour as the outcome of exchange relationship between the organisation and its employee measured by the activities of the stakeholders on employee retention.

Conclusion

The study set out to examine the roles of stakeholders in employee retention and its resultant effects on employee behaviour wherein a desktop study approach was adopted for the study. It was evident from the review of extant literature that were many stakeholders in the world of work but the study identified four different stakeholders being those who are concerned and connected with the management of people in the workplace such as human resource development, unit heads, management, and employee. It was confirmed that stakeholder actions especially, communication and self-discovery have significant effects on employee retention and behaviour which could be positive or negative. The outcome is contingent upon the practice of human resource management activities i.e. if the human resource management practice provides enabling environment heralding good work environment through collaborative efforts of all the stakeholders, the resultant effects would be positive behavioural outcomes and vice versa such as entitlement mentality. These outcomes underscore the need for organisations to prioritize stakeholder relationships in other to foster a positive work environment and by understanding these dynamics, organisations can develop targeted strategies to enhance retention and drive business success. It was concluded that a collaborative effort from all stakeholders will create a workplace culture that encourages employees to stay, grow, and thrive, thus, driving long-term organizational success i.e. organizations should focus on strengthening stakeholder relationships to enhance employee retention and drive positive employee outcomes.

Recommendations

On the basis of the review and conclusion drawn, the following recommendations were made in order to make work environment atmosphere conducive for employee to remain with an organisation over a long period of time;

1. Management should provide a good mechanism that would facilitate effective communication among all the stakeholders for collaborative and interactive purposes.
2. Management should prioritise human resource management activities that would create positive work environment and enhance employee desire to stay with the organisation over a long period of time.
3. Management should organise training from time to time for all the stakeholders in order to elicit expected behaviour that would enshrine compatibility with employee retention norms.
4. Management should recruit employees whose career goals align with that of the organisation in order to reduce attrition rate.
5. Employee should be constantly responsive and receptive to the incentives made available in the workplace and make suggestions on how to make things better.

6. Employee to develop a sense of community and belonging that would create bond lasting relationship.
7. Employee should be actively involved in the process, as there can never be organisational success without employee input.
8. Employee should develop a sense of ownership mentality in the course of discharging their organisational tasks.

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